

EYES ONLY

CENTRAL INTELLIGENCE AGENCY

OFFICE OF THE DEPUTY DIRECTOR

3 December 1979

NOTE FOR: Deputy Director for
Administration
Director of Personnel

Don I have revised the DCI proposed objectives based on our two and one-half hour discussion the other evening. The DDCI reviewed this Friday night and sent it in to the DCI. Other than a little cleaning up around the edges, probably the only real major change is on page 3 which reflects our discussion on rotation policy for supergrades.

This is still in draft proposal stage and not for general discussion or distribution until DCI/DDCI decide how they want to use this if they want to use this.



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DCI/24 Nov. 79
Revised 29 Nov.

Overall Objectives in Personnel Management

1. Right numbers and quality of people to do the job
2. Reasonable Career Opportunity (RCO)
3. Further unify Agency

Objective #1--Numbers and Quality

Problems

1. Youth today demand greater involvement in making management decisions and in their own careers; expectations high
2. Quality of recruits must be kept high
Overseas service is becoming less attractive
3. Imbalance of numbers/grades may exist, e.g., massive retirements may leave large gaps

Solutions

1. Improved, shortened, recruiting process for CTs and professionals
 - a. Each career service should have one decision point for CTs and other generalized skills
 - b. OP must have authority to hire and detail CTs if quotas being missed
2. Personnel planning and counseling at the lower levels (GS-09 to 11) must be frequent and explicit by line managers. This can be done through the AWP and training. Individual needs to know what he can realistically expect to achieve.

3. Career management that considers the needs of the individual--
 - Less reliance on self-management of careers
 - Deliberate grooming of several candidates for each supervisory position through the PDP to include special challenge assignments and accelerated promotions
4. Intensive leadership and personnel management training by OTR
5. Centralized personnel planning to analyze and project:
 - ID humps and valleys
 - Intake needed every year
 - Need for transfers/RIFs from congested areas
 - Need for rotational assignments for:
 - Broadening of managers
 - Prevent stultification
6. Reduce non-security recruiting processing time by one-half

Objective #2--Career Opportunity

Problems

1. Serious problems of disincentives to Government service today means we must create incentives for keeping better people
2. Career opportunities widely divergent within Agency

Solutions

1. Uniform promotion system
 - a. Panels--reduce overall number
 - b. Consistent panel structure throughout Agency
 - c. Published promotion targets by beginning of FY

- d. Published promotion results
 - e. Published promotion dates
 - f. Consistent Agency-wide letters of instruction to panels provided in one central handbook
2. Publication of a central personnel handbook that explains overall Agency personnel procedures and opportunities
 - Revise career service handbooks to ensure descriptions of promotion requirements are meaningful
 3. Design clearly defined specialist corps in each career service and review through Executive Committee

Objective #3--One Agency

Problems

1. Lot of progress; more to go
2. In era of short resources for foreseeable future, maximum cooperation needed

Solutions

1. Rotational assignments to qualify for supergrade (SIS)
 - All non-specialists SIS 3,4,5,--one two-year tour outside own career service (interdirectorate)
 - All non-specialist SIS 1,2--one two-year tour outside own sub-career service (intradirectorate)
 - Next years, if not done so, next assignment will be outside career service
 - After three years must have commenced such assignment

2. Agency-wide vacancy advertising
 - OP determine if not warranted
3. Supergrade promotions all within SIS
 - On Agency-wide basis
 - Under DCI direction
 - Panels for GS-16s
 - ExComm rankings to DCI for GS-17s and 18s
 - ExComm review of top candidates for key management jobs